

**Living to Work: A Study of the Relationship Between
Work-life Balance and Employee Health, Productivity, and Retention**

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Abstract: In the United States, modern-day employees struggle to find a balance between time at work and time at home. This imbalance is thought to have detrimental effects on employee health and overall satisfaction. Additionally, these implications can have consequences for employers, who risk higher levels of turnover and lower levels of productivity. This paper, developed from pre-existing research literature and introducing original data, serves to examine the extent of these implications. Specifically, this study seeks to answer three questions: is there a sex differences among work-life balance, what is impact of technology on work-life balance, and what is the relationship between work-life balance and burnout, motivation, and job satisfaction? Using a Qualtrics survey, 200 participants were asked about their perception on the following measures: work-family/family-work conflict, technology assisted supplemental work, technology related pressure at work, employee motivation, job satisfaction, and burnout. This study finds that there was no difference between males and females when it comes to work-life balance. However, it reports that technology has a direct impact on employee burnout, motivation, and job satisfaction. Lastly, a disruption of work-life balance increases burnout and reduces employee motivation and satisfaction. The goal of this research is to ultimately mitigate the problems that may be born from disproportionate work-life balance and add new data to the conversations around technology and gender as it pertains to work-life balance.

Key Words: communications, work-life balance, health, burnout, motivation, job satisfaction, technology, productivity, retention,

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Introduction

The purpose of this study is to examine the relationship between work-life balance and employee health and satisfaction. More specifically, this study seeks to investigate the real, direct impacts that a lack of work-life balance has on employees. Employees with a dysfunctional work-life balance face struggles both in the workplace, such as a lack of job satisfaction and motivation, and in their personal lives, affecting their attitudes and levels of burnout. The increasing presence and use of technology in one's work can contribute to these struggles, often making employees feel as though they never really "clock out" and are always on call. This study, and the topic of work-life balance, is important to not only help mitigate these negative effects, but shed light on exactly how employees are being affected and the gaps not as visible, such as the role of technology and gendered experiences of employees. By the end of this study, readers will have a firmer grasp on the attitudes that real employees have towards their work-life balance, and the different effects that this imbalance has on their overall health and satisfaction.

Literature Review

To uncover the gaps that exist within the conversation about work-life balance, one must look to previous literature on the subject and what has already been said. This includes literature on how work-life balance is defined, how it intersects with various social elements such as gender and class, whether it is enhanced or further perturbed by the use of technology, and the effects an imbalance would have on employee burnout, motivation, and satisfaction.

What is "work-life balance"?

Although the topic of work-life balance is an important one in the field of communication, the more time passes, the vaguer the term "work-life balance" becomes. The

difficulty to define what constitutes as “work” or “life” today, or even if the term “balance” is suffice, has made research in the field more divisive and open to criticism. Those who believe research has moved passed the conventional elements surrounding what is considered “work” and what is deemed “life” question the ways in which traditional research potentially solidifies gender roles and assumes that all individuals maintain the orthodox “9 to 5” corporate career. For instance, Ruth Eikhof (2007) put forth that previous research assumes work as inherently negative and debilitating and this can be counterproductive as it “fails to capture more varied employee attitudes”. Additionally, “life” is automatically care-centered, with women as the face of “home life”. Kelliher et al. (2019) add that extant research excludes certain populations in the workforce, such as the elderly, views work-life balance as a problem primarily aimed at a nuclear family type, and omits the concerns of those who lives do not include childcare responsibilities (101). Thus, the main concern about previous research on work-life balance is that it is loaded with assumptions of what is worthy of being titled “work” and what can be considered “life”. Other research offers a solution to this problem, which is to simply leave it up to individuals themselves. Taking a perception-centered approach, Haar et al. (2014) views work-life balance as “a holistic concept, unique for each person” (362). Similarly, this study will take a subjectivist approach, allowing participants to decide for themselves, based on their own perceptions and values, what work and life mean to them.

How does work-life balance intersect with gender and class?

Being at a crossroads between professional and personal, research regarding work-life balance is bound to intersect with other important social spheres. Most literature tends to focus on the ways in which work-life balance collides with gender equality and class distinctions. For instance, Kelliher et al. (2019) makes note of how previous research mainly targets middle class,

dual-earner households in the discussion of work-life balance. Similarly, the topic of gender habitually places women at the front of the work-life balance debate, usually suggesting that women would benefit the most from a stable work-life balance since it is assumed that they will be the primary caretakers of the household and everything that would qualify as “life”. Even when providing solutions to a lack of work-life balance, women usually still come up short. Chung and van der Lippe (2020) note how certain undertakings, like the adoption of flexible working, which theoretically allows workers to choose when and where they work, can further traditionalize the established gender roles in this country, since men are assumed to make the most of their time enhancing their careers and women do the same by fulfilling their household/familial responsibilities (366). The idea that women have a larger stake when it comes to achieving work-life balance can be offered by literature. In a recent study, which sought to explore sex differences among men and women in their perception of work-life balance, career opportunities, and general well-being, Pace and Sciotto (2022) found that females drew lower scores in both their perception of work-life balance and perception of career opportunity. Furthermore, the same study found that the “link between work–life balance and the perception of well-being appears to be stronger among women” (7). Lastly, the study deduced that, when it comes to women, work-life balance “seems to have a greater weight” than when compared to their male counterparts (7). What this study demonstrates is that, although women place a higher stake in maintaining a work-life balance, they often perceive their work-life balance as inadequate. This study intends to add to the literature by reporting any sex differences that may appear when linked to work-life balance.

Additionally, previous research tends to harshly separate work and life as if they do not depend on each other to survive. When discussing the potential of gig work, another flexible

work structure that allegedly gives more personal freedom to self-employers, Warren (2021) acknowledges that “money matters” and as it pertains to the discussion of work-life balance, one needs work, or more accurately money, to *sustain* life. This is, once again, where class and work-life balance intersect. Financial security and work-life balance are not mutually exclusive, and especially when aimed at the working-class, it is not as easy to promote a certain quality of life when one is facing significant financial hardship. In this way, the discussion of work-life balance has typically included the discussion of class and gender, as they inevitably interact with each other.

Does technology help or harm?

For a long time, technology has been considered a double-edged sword; paradoxically one of man’s biggest accomplishments and biggest setbacks. This is because, while technology makes many parts of our lives convenient, it can also make us constantly available and accessible, especially to work. There has been a significant rise in the use of technology to complete work. Felstead and Henseke (2017) explain the data that shows how technology facilitates a detachment of “work from place”, stating that in 1997, almost 22% of employees working remotely in the United States reported to not have relied on a phone or computer to conduct work; by 2014, this value had fallen to 9%, suggesting a major increase in the role technology plays for employees (196). The increased dependence on technology can be viewed as having a detrimental effect on employees. Some view it as yet another way for corporations to gain more control over their employees’ time. Edley (2001) attributes the phenomenon called *corporate colonization* to the ways in which employees are influenced to place corporate needs above personal life (28).

The constant presence of technology makes it much easier for this influence to affect employees. According to multiple studies, the use of technology has both positive and negative effects on their personal lives. In a recent study done to examine the work-life balance of women executives in relation to mobile technology, Nagy (2020) reported that respondents “emphasized its advantages rather than its drawbacks”, with the main advantages being speed, flexibility, and a sense of control (75). In other study, which analyzed the role of mobile information technology devices (MITDs) on employees’ work-life balance, Adisa et al. (2017) found that the main concerns respondents voiced when it came to the negative impacts of MITDs were “extended working hours, intrusion into family and other non-work activities, and a potential threat to good health”, with one respondent specifically reporting that they get “really tired and worn-out”. Additionally, the same study found that 89% of respondents “resorted to the excessive use of painkillers and/or energy drinks in order to stay strong and alert”, showing a clear threat that the use of technology can have on employee health (1662). Based on these studies, findings are split between the positive and negative effects that technology can have on employee health and overall work-life balance. What this study intends to do is to form its own conclusion on whether technology helps or harms employee work-balance among these paradoxical findings.

What are the overall effects of WLB on employee burnout, motivation, and satisfaction?

Lastly, it is important to review what literature has to say about the ways that work-life imbalance impacts employee burnout, motivation, and satisfaction. Employees who experience a significant struggle between work and home life can face an increase in burnout, leading to exhaustion and a negative attitude towards work. In a recent study conducted to evaluate how the increased work demands on nursing faculty can lead to high turnover and career satisfaction, Boamah et al. (2022) found that there was a positive relationship between work-life interference

and increased burnout, and this interference had a “robust positive effect on emotional exhaustion which, in turn influenced cynicism as described in the burnout theory” (8). This is important to consider because the implications of increased burnout as a result of work-life imbalance are not only directed towards employees, but corporations as well, as they may face higher turnover and lower motivation. In many cases, employees will prioritize home life over work. Lockwood (2003) shares how work-life initiatives are directly related to motivation and productivity in the workplace. Gottlieb et al. (1998) state how “45% of men and 50% of women would turn down a promotion if the new position would leave them with less time for their personal or family life” (qtd. in Lockwood 7). Work-life balance is also directly related to job satisfaction. In a recent study, Aruldoss et al. (2022) investigated the relationship between work-life balance and job satisfaction, among other variables, in an attempt to explore how work environment and training and development may affect this relationship. The study found that work-life balance is positively related to job satisfaction, sharing “WLB is associated with an increase in job satisfaction than at lower levels of work environment” (258). What these studies show is that there is a strong relationship between work-life balance and employee burnout, motivation, and satisfaction. Furthermore, these relationships can have heavy implications for both employees and businesses.

Rationale

This paper believes that there is a clear connection between gender and work-life balance. Specifically, it argues that women will perceive their work-life balance as inadequate more often than men will. As the literature shows, women typically fall into the traditional gender roles, usually feeling the strain of work-life balance more than their male counterparts because of the underlying assumption that they have both professional and familial responsibilities. While new

research has attempted to stray from the conventional view of women struggling with work-life balance more, this study believes there is still value to this phenomenon and is still a struggle that women face today. Thus, it is still relevant to female employees today and deserves to be further evaluated. Therefore, the first hypothesis states:

H1: There will be sex difference among work-life balance.

Additionally, this study is particularly concerned with the ways in which technology exacerbates the disruption of work-life balance. The literature speaks on how technology allows work to follow employees home, never really allowing a true separation of work and home life. This can make employees feel like they are always on call, having to constantly juggle both aspects of their lives at the same time with no chance of a break. This constant pressure to be available and “on call” can quickly lead to burnout and exhaustion. This paper believes that there will be a clear connection between technology assisted supplemental work (TASW)/technology related pressure at work and employee burnout, motivation, and job satisfaction. Thus, the second hypothesis states:

H2: There will be a relationship between technology and work-life balance.

Lastly, this study concerns itself with the effects that a disproportionate work-life balance has on employee burnout, motivation and job satisfaction. This is particularly important because these implications, which derive from a disruption in work-life balance, can be detrimental not only to employees themselves from the scope of health and fulfillment, but also impact businesses and employers who find themselves with higher turnover rates. The literature acknowledges that a lack of work-life balance can lead to high levels of burnout and a lack of employee motivation, while a more balanced work and home life can increase job satisfaction.

Similarly, this study will explore how work-life balance relates to overall satisfaction, level of motivation, and burnout in the workplace. Thus, the third hypothesis states:

H3: There will be a relationship between work-life balance and burnout, motivation, and job satisfaction.

Methodology

Within this section of the study, readers will learn about the methods in which data was collected and participants were recruited. For this study, a survey was conducted to probe how employees felt about certain aspects of work and their personal lives. By using six measures within a 43-question survey, mainly circulated throughout social media, we were able to gain reliable data among a diverse group of participants.

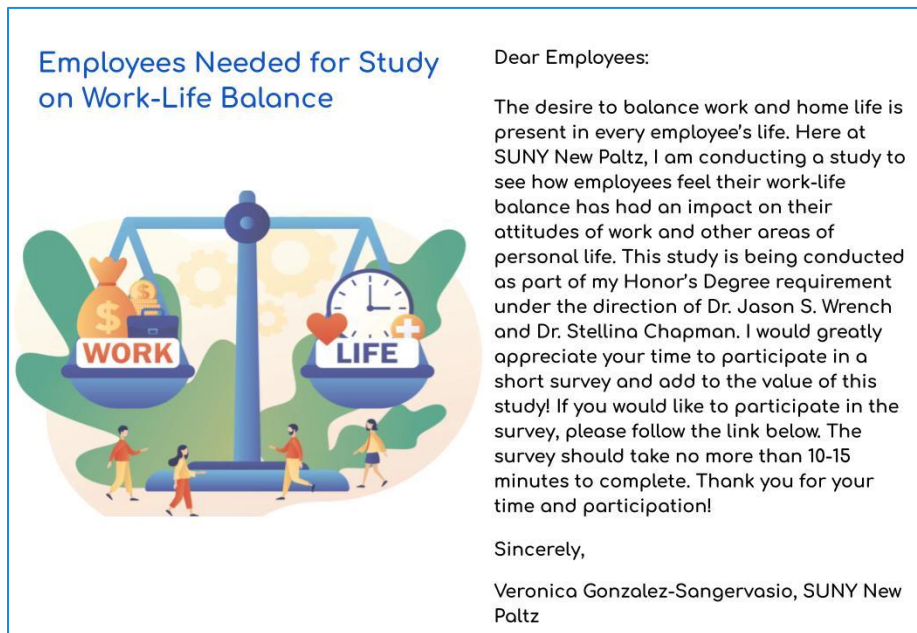
Data Collection

The best and easiest way to collect a well-rounded set of data was to create a survey that could be effectively circulated and reach the greatest number of people. Therefore, a Qualtrics survey was created encompassing six measures (can be found under *Measures/Instrumentation*). The survey consisted of 43 questions, all aimed at evaluating a respondent's personal attitudes of work and home life. The survey could be completed within 10 to 15 minutes. Although it is possible that participants who do not speak English as their primary language may have taken the survey, the survey was only available and delivered in English. No incentives, rewards, or compensation were used to recruit participants. There were no established criteria that participants needed to meet in order to partake in the survey. The only requirement was that the respondents be at least 18 years old or older. Although there is always a level of risk with any research study, the risks to participants who took the survey within this study were below

minimal. The survey could be completed anonymously, with no identifiers being required. Once data was collected, it was then converted into a data set. All data was password protected. The data was then analyzed using a range of both descriptive and inferential statistics. The data from this study will ultimately provide a clearer understanding of the potential harm that employees face when work-life balance is disturbed by providing new, original data.

Recruitment

Participants were mainly recruited through social media. As the primary researcher, I created and posted a visual ad which explained the purpose of my study and called out to employees to participate. The survey and ad were posted/shared via personal social media pages as well as relevant social media groups and communities. Additionally, potential participants were asked to share the survey by forwarding the post and survey link to other possible participants. To boost the number of respondents, the survey was also circulated through SUNY New Paltz's student email list. Below is the ad that was created and circulated:

Figure 1.1

The text reads: Employees Needed for Study on Work-Life Balance Dear Employees: The desire to balance work and home life is present in every employee's life. Here at SUNY New Paltz, I am conducting a study to see how employees feel their work-life balance has had an impact on their attitudes of work and other areas of personal life. This study is being conducted as part of my Honor's Degree requirement under the direction of Dr. Jason S. Wrench and Dr. Stellina Chapman. I would greatly appreciate your time to participate in a short survey and add to the value of this study! If you would like to participate in the survey, please follow the link below. The survey should take no more than 10-15 minutes to complete. Thank you for your time and participation!

Sincerely, Veronica Gonzalez-Sangervasio, SUNY New Paltz

Participants

In the current study, 200 participants were recruited. There were 147 females (73.5%), 48 males (24.0%), and 5 people who did not indicate their gender (2.5%). The mean age for the sample was 35.95 ($SD = 13.58$). We also asked participants how long they had been in their current organizations: 30 people stated (15.0%) 6 months to 1 year, 40 people stated (20.0%) 1 to

2 years, 49 people stated (24.5%) 2 to 5 years, 30 people stated (15.0%) 5 to 10 years, 17 people stated (8.5%) 10 to 15 years, 15 people stated (7.5%) 15 to 20 years, 7 people stated (3.5%) 20 to 25 years, 12 people stated (6.0%) 25 years +, and 0 people (0%) withheld their job time duration. Finally, we asked the participants what general occupational category they worked in. For the purposes of this study, we used the labor categories created by the U.S. Bureau of Labor Statistics (2018). In the current study, the following labor categories existed: #1 Most Common Response (*Educational Instruction and Library Occupations* = 91, 46%), #2 Most Common Response (*Healthcare Support Occupations* = 20, 10.1%), #3 Most Common Response (*Management Occupations* = 18, 9.1%), #4 Most Common Response (*Sales and Related Occupations* = 14, 7.1%), #5 Most Common Response (*Community and Social Service Occupations* = 12, 6.1%). The rest of the participants came from a variety of other labor categories (*Food Preparation and Serving Related Occupations* = 10, 5.1%), (*Arts, Design, and Entertainment, Sports, and Media Occupations* = 6, 3.0%), (*Business and Financial Operations Occupations* = 5, 2.5%), (*Office and Administrative Support Occupations* = 3, 1.5%), (*Life, Physical, and Social Science Occupations* = 3, 1.5%), (*Computer and Mathematical Occupations* = 3, 1.5%), (*Legal Occupations* = 3, 1.5%), (*Installation, Maintenance, and Repair Occupations* = 2, 1.0%), (*Transportation and Material Moving Occupation* = 2, 1.0%), (*Construction and Extraction Occupations* = 1, 0.5%), and (*Architecture and Engineering Occupations* = 1, 0.5%).

Measures/Instrumentation

To get a deeper sense of respondent's attitudes toward work and home life, and the balance between these two spheres, six measures were chosen to record respondent data:

Work-Family Conflict & Family-Work Conflict

Scale #1 was created by Netemeyer et al. (1996) to evaluate a respondent's level of work-family and family-work conflict. The measure consists of 2 subscales: work-family conflict and family-work conflict. All subscales were measured using a Likert-type subscale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Work-family conflict consists of 5 items with a theoretical range of 5 (lowest possible score) to 25 (highest possible score), which was seen in the current study. Higher scores are designed to measure the highest level of work-family conflict. The alpha reliability for work-family conflict in the current study was 0.89 ($M = 17.06$, $SD = 4.68$). Family-work conflict consists of 5 items with a theoretical range of 5 (lowest possible score) to 25 (highest possible score, which was seen in the current study. Higher scores are designed to measure the highest level of family-work conflict. The alpha reliability for family-work conflict in the current study was 0.87 ($M = 12.21$, $SD = 4.57$).

Technology Assisted Supplemental Work

Scale #2 was created by Fenner and Renn (2010) to evaluate a respondent's level of technology assisted supplemental work. The measure consists of 5 Likert-type items ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). The measure has a theoretical range from 5 (lowest possible score) to 25 (highest possible score), which was seen in the current study. Higher scores are designed to measure the highest level of technology assisted supplemental work. The alpha reliability for technology assisted supplemental work in the current study was 0.93 ($M = 18.76$, $SD = 5.85$).

Technology Related Pressure at Work

Scale #3 was created by Harris et al. (2011) to evaluate a respondent's level of technology related pressure at work. The measure consists of 5 Likert-type items ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). The measure has a theoretical range from 5 (lowest possible score) to 25 (highest possible score), which was seen in the current study. Higher scores are designed to measure the highest level of technology related pressure at work. The alpha reliability for technology related pressure at work in the current study was 0.85 ($M = 19.24$, $SD = 4.51$).

Employee Motivation

Scale #4 was created by Richmond (1990) to evaluate a respondent's level of employee motivation. The measure consists of 5 semantic differential items with seven steps. The measure has a theoretical range from 5 (lowest possible score) to 35 (highest possible score), which was seen in the current study. Higher scores are designed to measure the highest level of employee motivation. The alpha reliability for employee motivation in the current study was 0.82 ($M = 22.88$, $SD = 6.66$).

Job Satisfaction

Scale #5 was created by McCroskey and Richmond (1996) to evaluate a respondent's level of job satisfaction. The measure consists of 5 semantic differential items with seven steps. The measure has a theoretical range from 5 (lowest possible score) to 35 (highest possible score), which was seen in the current study. Higher scores are designed to measure the highest level of

job satisfaction. The alpha reliability for job satisfaction in the current study was 0.94 ($M = 23.96$, $SD = 7.84$).

Burnout (Short Version)

Scale #6 was created by Malach-Pines (2005) based on the longer 21 item measure by Pines & Aronson (1988) to evaluate a respondent's level of burnout. The measure consists of 10 Likert-type items ranging from 1 (*never*) to 5 (*always*). The measure has a theoretical range from 10 (lowest possible score) to 50 (highest possible score), which was seen in the current study. Higher scores are designed to measure the highest level of burnout. The alpha reliability for burnout in the current study was 0.91 ($M = 26.71$, $SD = 8.36$).

Data Analysis/Results

The following section is intended to analyze the results of multiple statistical tests, including an independent samples *t*-test and linear regression tests, to evaluate the validity of the three hypotheses proposed in this study.

Hypothesis #1 Results

The first hypothesis stated that there would be a sex difference among work-life balance. An independent samples *t*-test was conducted to evaluate how well the grouping variable (sex) impacted the dependent variables (work-family and family-work conflict). However, males ($M = 15.98$, $SD = 4.47$) did not differ from females ($M = 17.30$, $SD = 4.75$) on work-family conflict, $t(192) = -1.69$, $p = 0.09$. Furthermore, males ($M = 12.79$, $SD = 5.06$) did not differ from females ($M = 12.08$, $SD = 4.44$) on family-work conflict, $t(192) = 0.94$, $p = 0.35$. Thus, I accepted the null hypothesis.

Hypothesis #2 Results

The second hypothesis stated that there would be a relationship between technology and work-life balance. A series of multiple linear regressions were conducted to evaluate how well the covariates (technology assisted supplemental work and technology related pressure at work) impacted the dependent variables (employee burnout, motivation, and job satisfaction).

The first linear regression was conducted to evaluate to what extent technology impacted employee burnout. The linear combination of the independent variables (technology assisted supplemental work and technology related pressure at work) was significantly related to an employee's level of burnout: $F(2, 190) = 9.92, p < 0.001$. The sample multiple correlation coefficient, R , was 0.31, which indicates that 9.5% of the variance of a participant's level of burnout could be accounted for by the linear combination of technology assisted supplemental work and technology related pressure at work. However, only technology related pressure at work ($t = 3.92, p < 0.001, \beta = 0.33$) accounted for any of the unique variance in a participant's level of burnout.

The second linear regression was conducted to evaluate to what extent technology impacted employee motivation. The linear combination of the independent variables (technology assisted supplemental work and technology related pressure at work) was significantly related to an employee's level of motivation: $F(2, 175) = 8.45, p < 0.001$. The sample multiple correlation coefficient, R , was 0.30, which indicates that 8.8% of the variance of a participant's level of motivation could be accounted for by the linear combination of technology assisted supplemental work and technology related pressure at work. Both technology assisted supplemental work ($t = 3.6, p < 0.001, \beta = 0.32$) and technology related pressure at work ($t = -3.65, p < 0.001, \beta = -0.32$) accounted for unique variance in the model.

The third linear regression was conducted to evaluate to what extent technology impacted employee job satisfaction. The linear combination of the independent variables (technology assisted supplemental work and technology related pressure at work) was significantly related to an employee's level of job satisfaction: $F(2, 173) = 3.77, p = 0.025$. The sample multiple correlation coefficient, R , was 0.20, which indicates that 4.2% of the variance of a participant's level of job satisfaction could be accounted for by the linear combination of technology assisted supplemental work and technology related pressure at work. However, only technology related pressure at work ($t = 1.64, p = 0.007, \beta = -0.25$) accounted for any of the unique variance in a participant's level of job satisfaction.

The fourth linear regression was conducted to evaluate to what extent technology impacted work-family conflict. The linear combination of the independent variables (technology assisted supplemental work and technology related pressure at work) was significantly related to an employee's level of work-family conflict: $F(2, 190) = 26.54, p < 0.001$. The sample multiple correlation coefficient, R , was 0.47, which indicates that 21.8% of the variance of a participant's level of burnout could be accounted for by the linear combination of technology assisted supplemental work and technology related pressure at work. However, only technology related pressure at work ($t = 5.63, p < 0.001, \beta = 0.44$) accounted for any of the unique variance in a participant's level of work-family conflict.

The fifth linear regression was conducted to evaluate to what extent technology impacted family-work conflict. The linear combination of the independent variables (technology assisted supplemental work and technology related pressure at work) was significantly related to an employee's level of family-work conflict: $F(2, 191) = 7.23, p < 0.001$. The sample multiple correlation coefficient, R , was 0.27, which indicates that 7.0% of the variance of a participant's

level of burnout could be accounted for by the linear combination of technology assisted supplemental work and technology related pressure at work. However, only technology related pressure at work ($t = 2.59, p = 0.010, \beta = 0.22$) accounted for any of the unique variance in a participant's level of family-work conflict.

Hypothesis #3 Results

The third and last hypothesis stated that there would be a relationship between work-life balance and employee burnout, motivation, and job satisfaction. Multiple linear regressions were conducted to evaluate how well the covariates (work-family and family-work conflict) impacted the dependent variables (employee burnout, motivation, and job satisfaction).

The first linear regression within the third hypothesis was conducted to evaluate to what extent work-life balance impacted employee burnout. The linear combination of the independent variables (work-family and family-work conflict) was significantly related to an employee's level of burnout: $F(2, 192) = 43.12, p < 0.001$. The sample multiple correlation coefficient, R , was 0.56, which indicates that 31.0% of the variance of a participant's level of burnout could be accounted for by the linear combination of work-family and family-work conflict. Both work-family conflict ($t = 7.78, p < 0.001, \beta = 0.50$) and family-work conflict ($t = 2.12, p = 0.035, \beta = 0.14$) accounted for unique variance in the model.

The second linear regression within the third hypothesis was conducted to evaluate to what extent work-life balance impacted employee motivation. The linear combination of the independent variables (work-family and family-work conflict) was significantly related to an employee's level of motivation: $F(2, 176) = 12.69, p < 0.001$. The sample multiple correlation coefficient, R , was 0.36, which indicates that 12.6% of the variance of a participant's level of

motivation could be accounted for by the linear combination of work-family and family-work conflict. Both work-family conflict ($t = -3.35, p < 0.001, \beta = -0.25$) and family-work conflict ($t = -2.52, p = 0.013, \beta = -0.19$) accounted for unique variance in the model.

The third linear regression within the third hypothesis was conducted to evaluate to what extent work-life balance impacted employee job satisfaction. The linear combination of the independent variables (work-family and family-work conflict) was significantly related to an employee's level of job satisfaction: $F(2, 175) = 13.32, p < 0.001$. The sample multiple correlation coefficient, R , was 0.36, which indicates that 13.2% of the variance of a participant's level of job satisfaction could be accounted for by the linear combination of work-family and family-work conflict. However, only work-family conflict ($t = -3.83, p < 0.001, \beta = -0.29$) accounted for any of the unique variance in a participant's level of job satisfaction.

Discussion & Conclusion

The following section will discuss the principal findings reported in the *Data Analysis/Results* section, comparing it to the previous literature and analyzing its meaning. Lastly, the paper will discuss this study's limitations, implications, and direction for future research.

Principal Findings

Hypothesis #1

The first hypothesis stated that there would be a sex difference among work-life balance, expecting that women would have a lower perception of work-life balance compared to their male counterparts. This study found that males and females did not differ from each other on either work-family conflict or family-work conflict. While Pace and Sciotto (2022), cited earlier

in the study, found that females drew lower scores in perception of work-life balance compared to men, this study does not corroborate these findings. Instead, this study shows that women have no particular higher or lower perception of work-life balance compared to men.

Hypothesis #2

The second hypothesis stated that there would be a relationship between technology and work-life balance. First, technology assisted supplemental work and technology related pressure at work were tested with burnout. This study found that the independent variables (technology assisted supplemental work and technology related pressure at work) were significantly related to an employee's level of burnout. The data showed that there was a positive relationship between technology related pressure at work and burnout, but not necessarily when it came to technology assisted supplemental work. Therefore, it is inferred that participants did not have an issue with the use of technology in getting work done but experienced an increase of burnout when faced with technological pressure. Although one may think that with the increased dependency on technology in recent years, as reported by Felstead and Henseke (2017), that employees would perceive technology assisted supplemental work with a more negative attitude, this study reports that it is the technological pressure rather than usage that leads to employee burnout.

Secondly, technology assisted supplemental work and technology related pressure at work were tested with employee motivation. It was found that the independent variables (technology assisted supplemental work and technology related pressure at work) were significantly related to an employee's level of motivation. When it came to technology assisted supplemental work, there was a positive relationship with motivation, indicating that the use of technology to get work done only increased an employee's level of motivation. However, when

it came to technology related pressure at work, there was a negative relationship. This indicates that the more technological pressure that employees feel at work, the less motivated they are.

Thirdly, technology assisted supplemental work and technology related pressure at work were tested with job satisfaction. It was found that the independent variables (technology assisted supplemental work and technology related pressure at work) were significantly related to an employee's level of job satisfaction. The data showed that there was a negative relationship between technology related pressure at work and job satisfaction. Therefore, it is inferred that the more technological pressure that employees feel at work, the less satisfied they become. This pressure can be explained by Edley (2001), who believes it is the idea of *corporate colonization* that influences employees place corporate needs above personal life, thus decreasing satisfaction and creating a more negative attitude of work-life balance.

Fourthly, technology assisted supplemental work and technology related pressure at work were tested with work-family conflict. It was found that the independent variables (technology assisted supplemental work and technology related pressure at work) were significantly related to an employee's level of work-family conflict. The data showed that there was a positive relationship between technology related pressure at work and work-family conflict. Therefore, it is inferred that the more technological pressure that employees feel at work, the more conflict they experience between work and family.

Lastly, technology assisted supplemental work and technology related pressure at work were tested with family-work conflict. It was found that the independent variables (technology assisted supplemental work and technology related pressure at work) were significantly related to an employee's level of family-work conflict. The data showed that there was a positive relationship between technology related pressure at work and family-work conflict. Therefore, it

is inferred that the more technological pressure that employees feel at work, the more conflict they experience between family and work.

Overall, the second hypothesis is validated by the data. The regression tests make it clear that, when analyzed with burnout, motivation, job satisfaction, and work-family/family-work conflict, technology related pressure at work had the most impact on employees, negatively impacting their overall health and satisfaction. This finding is consistent with the literature, especially Adisa et al.'s (2017) study whose participants recalled that the pressure they felt from MITDs at work disrupted family and other non-work related activities. While studies like Nagy (2020) report the advantages of technology, such as speed and flexibility, the present study makes it clear that increased technological pressure at work can have severe negative implications on employee health and satisfaction.

Hypothesis #3

The third and last hypothesis stated that there would be a relationship between work-life balance and employee burnout, motivation, and job satisfaction. First, work-family and family-work conflict were tested with burnout. This study found that the independent variables (work-family and family-work conflict) were significantly related to an employee's level of burnout. The data showed that there was a positive relationship between work-family conflict and burnout. Similarly, there was also a positive relationship between family-work conflict and burnout. This suggests that as the disruption between work life and family life increases, an employee's level of burnout does as well. These findings are consistent with the literature. Just as Boamah et al. (2022) discovered a positive relationship between work-life interference and increased burnout, this study also reports that a disruption between work and family life increases an employee's level of burnout.

Secondly, work-family and family-work conflict were tested with employee motivation. This study found that the independent variables (work-family and family-work conflict) were significantly related to an employee's level of motivation. The data showed that there was a negative relationship between work-family conflict and motivation. Similarly, there was also a negative relationship between family-work conflict and motivation. This suggests that as the disruption between work life and family life increases, an employee's level of motivation decreases. Lockwood (2003) shared how work-life initiatives are directly related to motivation in the workplace, suggesting that a disproportionate work-life balance has unfavorable implications on employee motivation. Similarly, this report finds that a disruption between work and family life decreases an employee's level of motivation, which not only has an adverse effect on the employees themselves, but also puts businesses at risk for low productivity.

Lastly, work-family and family-work conflict were tested with job satisfaction. This study found that the independent variables (work-family and family-work conflict) were significantly related to an employee's level of job satisfaction. Specifically, the data showed that there was a negative relationship between work-family conflict and job satisfaction. This suggests that as the disruption between work life and family life increases, the less satisfaction employees feel at work. While Aruldoss et al. (2022) found that work-life balance is positively related to job satisfaction, meaning that stability between work and home life leads to an increase in job satisfaction, this study reports the inverse relationship, where an increase in work-family conflict leads to a decrease in an employee's level of job satisfaction.

Overall, the third hypothesis is validated by the data. The regression tests make it clear that, when analyzed with burnout and motivation, both work-family and family-work conflict had an impact on employees, negatively impacting their overall health and motivation. The last

regression test also made it clear that work-family conflict, specifically, has a negative impact on job satisfaction. The implications of this analysis are important since it shows the negative attitudes that employees have when it comes to their level of burnout, motivation, and satisfaction and can eventually lead to low retention in the workplace. Just as Gottlieb et al. (1998) demonstrated how almost half of men and women would reject a new position if it meant more disruption to their personal/family life, employees who experience a high level of burnout and low levels of motivation and satisfaction may also feel less commitment to the workplace and prioritize work-life balance. To summarize, work-life balance has a significant influence on an employee's level of burnout, motivation, and job satisfaction, just as this study hypothesized.

Limitations, Implications, and Direction of Future Research

As with any research endeavor, there are a couple of limitations to consider that may have impacted this study. One limitation of this study was that it was mainly a female based sample. This female concentrated sample may have skewed the interpretation of the results, which intended to reflect a more diverse population. Secondly, the recruitment strategy of this study was revised. The original recruitment strategy was to circulate the survey on social media, both on personal profiles and on public social media communities/groups. Although this study did implement this strategy, some changes were made to boost the number of respondents. This included widening our recruitment strategy to include students at SUNY New Paltz. The limitation is that this study did not differentiate between the two populations, those who participated in the survey through social media and those who participated through the student email list. Thus, the interpretation of these results may have been different and more specified had these two populations been analyzed separately.

In future research, data that is collected amongst different populations should be differentiated to get a clearer picture of how certain populations differ in the study of work-life balance. Future research should also incorporate different measures and implications of work-life imbalance regarding employee health not explored in this study, such as physical health, addiction levels, and sleep deprivation. Additionally, future research could explore how a lack of work-life balance impacts corporations directly instead of specifically focusing on employees. Lastly, future research should explore the different perceptions of work-life balance across generations, examining the differences in the way older generations perceive their level of work-life balance compared to younger generations and speculate what accounts for these potential differences.

This study intended to add to the research on work-life balance by providing up-to-date, original data on the ways that work-life balance impacts overall employee health and satisfaction. This study sought to investigate three issues: whether there was a sex difference among perceptions of work-life balance, whether technology has any impact on work-life balance, and whether work-life balance had an impact on burnout, motivation, and job satisfaction. After receiving data from 200 respondents who participated in a survey, this study was able to use six measures (work-family/family-work conflict, technology assisted supplemental work, technology related pressure at work, employee motivation, job satisfaction, and burnout) to form its conclusions. This study found that there was no statistically significant difference between men and women when it came to perceptions of work-life balance. However, technology did have an impact on work-life balance (mainly through employee burnout, motivation, and job satisfaction). Lastly, this study reported that a disruption of work-life balance increases burnout and reduces employee motivation and satisfaction. These implications have

consequences for both employees and employers. Employees are at risk for higher levels of burnout and lower levels of motivation and satisfaction. Employers, as a result, could potentially face lower retention levels and lower levels of productivity. The goal of this research is to shed light on the problems that derive from a disruption of work-life balance and add new data to the literature around how technology and gender relate to work-life balance.

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